Faster Easier Smarter

A new way of doing business

Service Plan 2006/07 - 2008/09

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one stop

August 2006

A partnership of federal and provincial public sector agencies and local governments in British Columbia

2006 Government of Canada's Public Service Award of Excellence in the Citizen-Centric Service Delivery category for the BizPaL initiative

The front cover of this Service Plan displays a dandelion image. How appropriately symbolic this is of OneStop. The dandelion provides a useful metaphor for our guiding vision of easier interactions between business and the public sector. The plant stem represents the foundation of OneStop, a solid base bringing together a partnership of federal and provincial public sector agencies and local governments in British Columbia. The head of the flower represents the central hub of OneStop where resources and services are housed in a compact, strong and efficient format. An unfolded dandelion reveals silvery seeds radiating from a central stem, and ready to take flight. Each seed represents online registration types or services offered through OneStop and dispersed to the business community.

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Accountability within a Public Sector Partnership

Accountability for the OneStop Business Registry program is shared between those who govern the program – the Partnership Board - and those who manage the program within the B.C. Ministry of Finance. The Partnership Board members, representing participating public sector agencies and the sponsoring Assistant Deputy Minister of the B.C. Ministry of Finance, support this Service Plan.

Jim Hopkins

Wayne Sparanese

Michael Cowley

Cheryl Caldwell

Ron Townshend

Brian Van Snellenberg

WorkSafeBC

Don Farley

Dave Bennett

Canada Revenue Agency / Agence du revenu du Canada

Per Kristensen

"Excellent service, very easy to use. Help Desk support services were readily accessible and very helpful with a minimum of interruption of the process. Excellent service overall."

HAZELTON

"Makes it quick and easy to manage my information."

VANCOUVER

OneStop Business Registry Awards

Our public sector partners have been recognized for their leadership and participation in the OneStop Business Registry with a number of prestigious awards.

June 2006 (Ottawa): OneStop staff Patrick Deakin and Mike Kelley, in partnership with the City of Kamloops and the interjurisdictional development team, led by Industry Canada, won the Government of Canada Public Service Award of Excellence in the Citizen Centric Service Delivery category for the BizPal initiative.

April 2005 (Fredericton): OneStop Business Registry and Corporate Online won First Place in the Government to Government technology category of the 2005 International Association of Commercial Administration Merit Awards.

February 2005 (Ottawa): OneStop Single Business Number Project won the Gold award in the Inter-jurisdictional Leadership category at the inaugural Canadian Government CIO Review Awards.

February 2005 (Ottawa): The Canada Revenue Agency won the Gold award in the Electronic Wealth Inter-jurisdictionalle category, partnering with BC and the provinces of Manitoba, New Brunswick and Nova Scotia.

October 2004 (Victoria): OneStop's Single Business Number Project was presented with the Special Category Award: Multi-jurisdictional Projects, at the BC Public Sector Information Technology Awards.

October 2004 (Victoria): OneStop's Single Business Number Project was runner-up for the Excellence in Project Management Award at the BC Public Sector Information Technology Awards.

October 2002 (Victoria): OneStop Business Registration was selected as the winner in the Electronic Service Delivery category at the BC Public Sector Transformation Awards.

June 2002 (Stockholm, Sweden): OneStop Business Registration was a finalist in the Public Services and Democracy category of the Stockholm Challenge.

April 2002 (Victoria): David Lidgate, OneStop team member with the District of Saanich, became the first local government recipient of a BC Public Service Award by winning a Gold medal in the Partnership category.

June 2000 (Kamloops): Darlene Klein, a OneStop team member, won a Silver Special Achievement Award at the inaugural BC Public Service Awards.

March 2000 (Victoria): The OneStop Business Registration team won a Silver Award in the Process Improvement category at the inaugural BC Public Service Awards.

September 1999 (Victoria): OneStop Business Registration was one of five inaugural annual Public Service Information Technology Awards at the Strategies for Public Sector Transformation Conference in the Local Agencies Summit Innovative Project category.

"I registered many companies in my country of origin but today was my wonderful experience as everything was done in one step just sitting a few hours in front of my pc. This is the easiest way I registered any company ever. I'm really impressed!"

RICHMOND

"Nicely done - Thank you. Starting a business in B.C. is much easier than it was years ago - high five yourselves!"

WILLIAMS LAKE

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"Very convenient way to register a business. I had fun doing it. Thanks for making it convenient and fun."

KAMLOOPS

"The interconnections between B.C., the CRA and the local level are amazing. What a time saver!"

RICHMOND

Introduction

"Citizen-centred service delivery" — "public sector agencies working together" — "single-window access" — "reduced red tape" — "level playing field" — these are the messages that businesses continue to send. The OneStop Business Registry will consider itself to be successful if it is a leader in responding to these messages.

As OneStop marks its 10th anniversary in 2006, service delivery is becoming more important to both British Columbia businesses and an increasing number of public sector agencies at all levels. Opportunities abound for OneStop to assist in fulfilling this need. Evolving policy changes such as those envisioned in the recent British Columbia / Alberta Trade, Investment and Labour Mobility Agreement are only some of the areas which could substantially expand the leadership role of OneStop within the business community.

This Service Plan describes the vision, mission and values of the OneStop Business Registry organization ("OneStop") and the overall direction it plans to follow in the three-year period from fiscal 2006/07 to 2008/09. It sets out goals, objectives, and strategies, taking a Balanced Scorecard approach. In so doing, the plan provides key performance measures (see Appendix A) and targets by which our nearly 200 partners (see Appendix D), staff and customers can track progress of the initiative over time.

"... in 2006 service delivery is becoming more important to both British Columbia businesses and an increasing number of public sector agencies at all levels."

Some key strategic shifts will occur beginning in 2006/07 as OneStop endeavours to meet its performance targets through the pursuit of service delivery excellence, increasing efficiencies and cost-effectiveness. A look at the entire business life cycle will guide possible new services. Increasing the day-to-day use of the Business Number by partner front line staff with customers will be pursued. In addition, new partners have often meant increased burden for existing partners. Therefore, investment in developing a "plug and play" Business Number model – dubbed "BN Lite" – is intended to provide low or no-impact addition of such partners, similar to the way in which local governments are currently added to the Business Registration and Business Address Change services. In addition, a review of OneStop's architecture and testing strategy will help ensure a reduction in the impact of new partners on existing partners. Finally, attention will be specifically paid to ensuring that all current OneStop partners are being well served and their priorities pursued.

Program Overview

The OneStop Business Registry is an award-winning program of forward-looking public sector agencies who partner for the more effective, efficient and citizen-centred delivery of business services. In addition to streamlined registration and information maintenance services, a unique value of the program is its ability to provide B.C. businesses interacting with the public sector with a unique Business Number ("BN"), or account identifier, assigned by the Canada Revenue Agency[2]. By replacing multiple account numbers with a single easily memorized number, the program makes working with and amongst the public sector at all levels faster, easier, and more convenient.

Services for Businesses

The program gives businesses seamless access to multiple levels of the public sector through a choice of channels (telephone; 24 x 7 x 365 Internet; 100+ service delivery sites) thereby saving businesses substantial time and money. OneStop services for businesses are:

- Public sector portal for access to services for the business community
- Facilitation of a single common business identifier (the national Business Number) to streamline all business interactions with B.C. public sector agencies
- Registration and use of standard authentication and authorization initiatives to eliminate numerous user names and passwords
- Integrated online business registration for new and expanding businesses
- Online liquor license renewals
- A business address change service that provides updates to many agencies at one time
- Integration with the Province's Internet Payment Program[3]
- Front-line, live customer help desk available 12 hours per business day
- Information services and products (e.g. web site, pamphlets, help desk) to make businesses aware of OneStop's services

Businesses can use OneStop's online services to apply for:

- Domain name registration

- General partnership / sole proprietorship registration and a link to company incorporation
- PST[4], GST/HST, hotel room tax, import/export, payroll deductions and corporate income tax accounts
- WorkSafeBC employers' registration and personal optional protection
- Local government[5] business licenses
- Electronic authentication (BCeID)[6]
- Canadian Company Capabilities Database[7] registration

Businesses can also use OneStop to:

- Assign authorization roles[8]
- Provide feedback to OneStop on their user experience and improvement suggestions

Services for Public Sector Agencies

For public sector agencies, the OneStop program reduces costs and increases voluntary business compliance and revenues by providing integrated customer service delivery and streamlining related processes. The online services seamlessly transfer business information to relevant agencies often without the need for re-keying information, representing a substantial cost saving for partners. OneStop services for public sector agencies are:

- Public sector portal for the business community for improved service delivery
- Business Number issuance and maintenance for a one-business one-number approach
- Standard authentication and authorization to allow assigning "who can do what"
- Real-time business entity information updates — via XML for flexibility
- Integrated business registration and address change for increased voluntary compliance
- Electronic, searchable directory of businesses operating in BC that have a Business Number
- Electronic payment and reconciliation
- Front-line, live customer help desk available 12 hours per business day
- British Columbia Business Number point of contact with Canada Revenue Agency

A glossary of terms used by OneStop is provided in Appendix E.

OneStop has truly become a worldwide service. Usage of the registration service from Canadian cities outside BC includes Calgary, Edmonton, Mississauga, Montreal, Toronto and Winnipeg. Frequent American users are in the states of California, New York and Washington, while international users include Australia, China, Iran, United Arab Emirates and the United Kingdom—and the extended hours help desk assists those users as well!

The B.C. Business Number Hub supports the timely, reliable, auditable and secure day-to-day exchange of Business Number and other business related documents (messages) among the B.C. partners and the Canada Revenue Agency. In addition, OneStop maintains a Business Number Index that provides tombstone data about businesses operating in B.C. to all partner agencies.

It is estimated that well over 95% of BC businesses already have a Business Number for one or more provincial or federal accounts. OneStop's vision is for universal adoption of the Business Number as *the* common identifier in British Columbia by all public sector agencies at all levels. To this end, BC is currently leading the way among Canadian jurisdictions in the adoption of the Business Number.

Organizational Overview

The OneStop Business Registry office is part of Corporate and Personal Property Registries in the Ministry of Finance along side the Corporate Registry, Personal Property Registry and Manufactured Home Registry. The OneStop organization is a partnership of public sector agencies that participate in the governance and management of the program, and is therefore affected by many statutes.

Governance for the OneStop program is provided by the Partnership Board comprised of Assistant Deputy Minister and Director-level representation from participating partners. At the operational level, there is a Partnership Advisory Council (PAC) made up of Manager-level representatives from participating partners, as well as a Business and Technical User Forum (BTUF) with business and technical staff. These committees help ensure that proper communications and healthy relationships continue.

OneStop serves as Secretariat to all three committees. The Board selects its own Chair, a position that rotates every two years[9]. The OneStop Director chairs the PAC and the Manager, B.C. Business Number Hub and OneStop Business Registry, chairs the BTUF.

OneStop staff and partners collaborate with other provinces, territories and the federal government in the development and improvement of integrated service delivery mechanisms. Other active OneStop committees include the Financial Sustainability Committee chaired by the Manager, Partnerships and Marketing, and the Marketing Committee[10].

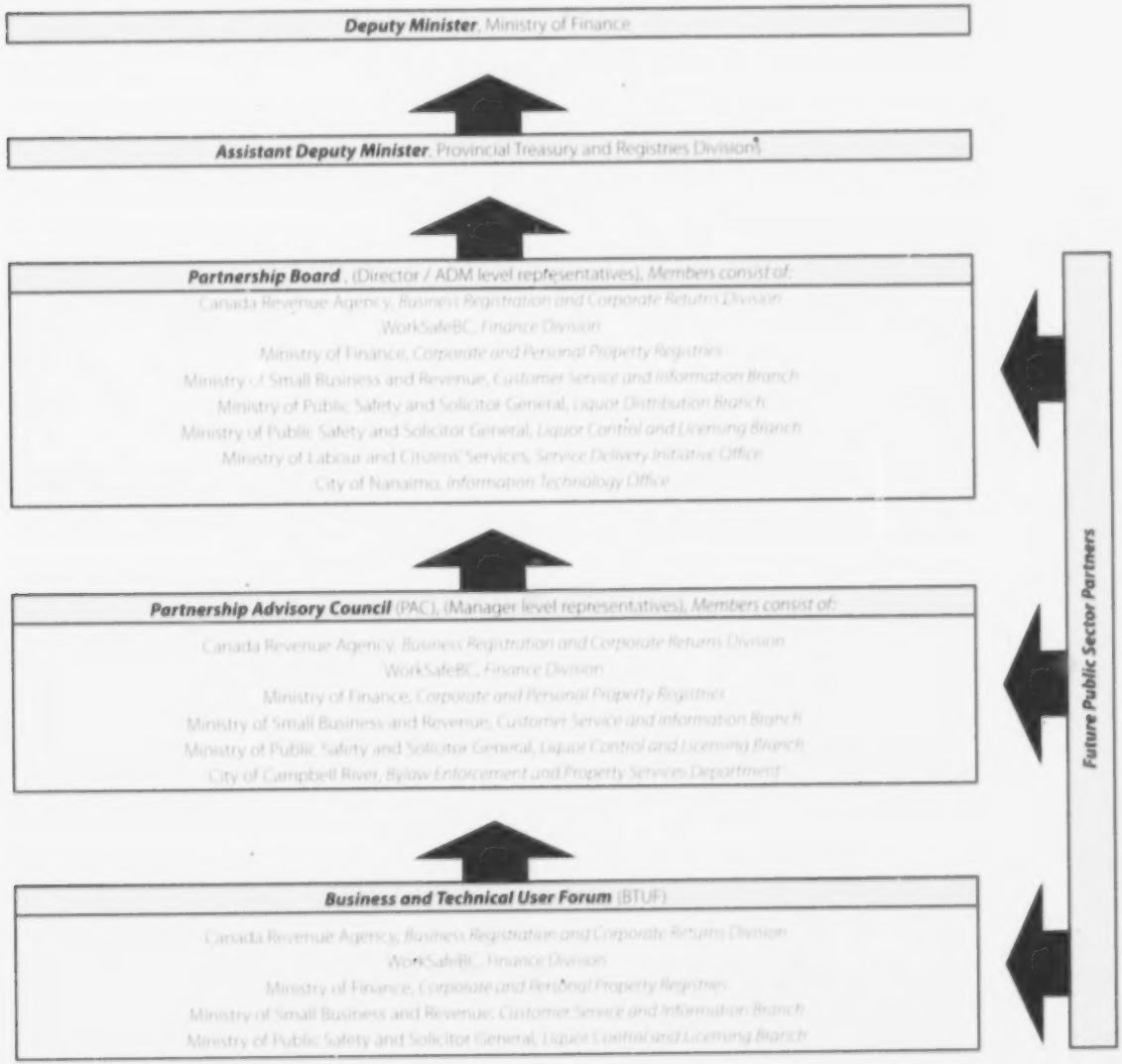
For the ***OneStop Business Registry Partnership Governance Model*** *please look to the right.*

Operating Principles

The OneStop program adheres to the following operating principles:

- Collaborating with others to push the boundaries of the service delivery practices of the public sector
- Adopting the mission of the Canadian Institute for Citizen-Centred Service[11], to promote high levels of citizen satisfaction with public-sector service delivery by aligning with its *Taking Care of Business* survey recommendations, and supporting the service delivery initiatives of the Ministry of Labour and Citizens' Services
- Engaging in shared governance and decision-making based on extensive communications with partners and customers
- Encouraging staff to achieve a healthy work / life balance
- Ensuring staff are at all times cognizant of the different regional and cultural needs that exist across British Columbia and committing to decisions that reflect this diversity

OneStop Business Registry Partnership Governance Model


Deputy Minister, Ministry of Finance
Assistant Deputy Minister, Provincial Treasury and Registries Division
Partnership Board, (Director / ADM level representatives), *Members consist of:*
Canada Revenue Agency, *Business Registration and Corporate Returns Division*
WorkSafeBC, *Finance Division*
Ministry of Finance, *Corporate and Personal Property Registries*
Ministry of Small Business and Revenue, *Customer Service and Information Branch*
Ministry of Public Safety and Solicitor General, *Liquor Distribution Branch*
Ministry of Public Safety and Solicitor General, *Liquor Control and Licensing Branch*
Ministry of Labour and Citizens' Services, *Service Delivery Initiative Office*
City of Nanaimo, *Information Technology Office*
Partnership Advisory Council (PAC), (Manager level representatives), *Members consist of:*
Canada Revenue Agency, *Business Registration and Corporate Returns Division*
WorkSafeBC, *Finance Division*
Ministry of Finance, *Corporate and Personal Property Registries*
Ministry of Small Business and Revenue, *Customer Service and Information Branch*
Ministry of Public Safety and Solicitor General, *Liquor Control and Licensing Branch*
City of Campbell River, *Bylaw Enforcement and Property Services Department*
Business and Technical User Forum (BTUF)
Canada Revenue Agency, *Business Registration and Corporate Returns Division*
WorkSafeBC, *Finance Division*
Ministry of Finance, *Corporate and Personal Property Registries*
Ministry of Small Business and Revenue, *Customer Service and Information Branch*
Ministry of Public Safety and Solicitor General, *Liquor Control and Licensing Branch*
Future Public Sector Partners

- Adhering to financial accountability and transparency
- Meeting or exceeding the privacy requirements of the *B.C. Freedom of Information and Protection of Privacy Act*
- Adhering to government system and data security standards
- Ongoing self-evaluation

OneStop will use these and other best practices in all areas of business (see Appendix C).

2005/06 Accomplishments

The major accomplishments of the OneStop team and public sector partners over the past year are listed below:

- Created the Financial Sustainability Committee and had a default funding model approved for 2008/09 and beyond
- Extended Business Registration and Address Change services to 24 x 7 x 365 (59% of OneStop transactions now occur either in full or in part before 8:30 AM or after 4:30 PM)
- Implemented changes to the *Business Number Act* to allow BCeID to fully use the Business Number
- Continued work on the Business Number Partner Expansion Project which includes four new partners, new services and an authorization matrix
- Added nine registration, address change and service delivery partners
- Maintained excellent customer satisfaction levels
- Achieved and celebrated the 100,000th business registration on the new service
- Hosted the Fall 2005 Inter-jurisdictional Business Number Conference
- Successfully launched BizPal,[12] along with Industry Canada, Kamloops, Yukon, Whitehorse, Ontario and its Regional Municipality of Halton
- Commenced work on the "BN Lite Project", designed to bring on new Business Number partners cost-effectively
- Implemented numerous improvements, making the use of OneStop services easier for both businesses using OneStop as well as our public sector partners
- Worked with the Canada Revenue Agency to substantially improve the processes for assigning and maintaining Business Numbers
- Furthered organizational integration within Corporate and Personal Property Registries

"Extremely convenient. I am disabled, so being able to do so much on line is very important to me. OneStop is great."

CRANBROOK

"I'm so happy to find I can do all the forms and registrations at one web location. Thank you for this service."

PENTICTON

"The ultimate aim is that public sector agencies at all levels will choose the OneStop program for its services due to its value, cost-effectiveness and operational excellence."

Strategic Context

This section sets out the vision, mission, and values of the OneStop organization, and describes the strategic opportunities and challenges facing the organization.

The goal of the OneStop team is to be recognized as a national leader in integrated public sector service delivery to businesses. The ultimate aim is that public sector agencies at all levels will choose the OneStop program for its services due to its value, cost-effectiveness and operational excellence.

Vision

OneStop Business Registry partners are leaders in making it easier for businesses to interact with the public sector.

Mission

For businesses: To save time and money when dealing with the public sector by providing fast, easy and convenient access to public services.

For public sector agencies: To reduce costs and increase business compliance and revenues by providing integrated customer service delivery and facilitating streamlined related processes.

Values

Business-focused: To adopt the business user's perspective when delivering program initiatives.

Collaborative: To be a corporate team player committed to helping our partners succeed.

Accountable: To be results-focused towards providing high quality, efficient and timely services, improving performance and products, while being fiscally responsible.

Trusted: To earn trust through honesty, fairness, respect and professionalism in all our dealings.

Entrepreneurial: To be creative, evaluate new ideas and take reasonable risks to achieve program goals and objectives.

Situation Assessment

OneStop operates within dynamic external and internal environments. The key strategic opportunities and challenges facing the organization are summarized in the following:

Key Opportunities

Taking Care of Business – The 2004 *Taking Care of Business* survey conducted by the Institute for Citizen-Centred Service confirmed that businesses throughout B.C. and across Canada are expecting public sector agencies at all levels to work collaboratively to deliver services. This information will be updated during 2006 through the *Taking Care of Business 2* survey[13]. OneStop partners are out in front in addressing this opportunity through the use of their integrated service delivery model.

Integrated Service Delivery Initiatives – OneStop provides leadership for cross-ministry action and the government-wide shift towards making services more citizen-centred as set out in the BC Government's Strategic Plan.

The office will explore new services that could span the entire business life cycle – birth, growth, change and even windup. Opportunities to work with the other registries will actively be sought.

OneStop and the British Columbia Government Service Delivery Strategy – OneStop will continue to engage in discussions with the Ministry of Labour and Citizens' Services to establish its appropriate role in government's overall service to business.

British Columbia / Alberta Trade, Investment and Labour Mobility Agreement – This recently signed agreement may offer opportunities to provide service to Alberta, leveraging the OneStop infrastructure.

Key Challenges

Public Sector Partnerships – A key challenge is the ability to recruit and support more public sector agencies to join the partnership. There are a number of obstacles to overcome, including the difficulty for agencies to change established practices, to make the business case for change, to integrate different processes and technologies cost-effectively, and to communicate the existence of the OneStop common portal to business users. Moreover, a successful partnership requires continual care and attention which is difficult to sustain when resources (see Appendix B) are limited and there are competing demands on staff time.

Scarcity of Resources – The public sector is challenged by the scarcity of both financial and human resources, increasing retirement rates, and competition for staff with both the public and private sectors, while striving to improve customer service and increase compliance with regulatory requirements.

OneStop, as part of Corporate and Personal Property Registries, is embarking upon a succession plan, including an effort to make the office an employer of choice, thereby enabling the office to compete more effectively for the necessary human resources.

Cost of Information Technology – This continues to take up almost two-thirds of the OneStop budget. Efforts are ongoing to find creative, synergistic ways to reduce or lever these costs in 2006/07 and beyond.

Funding Expansion – Core funding for OneStop is provided by a portion of business registration and incorporation fees based on a 2002 agreement that they would provide sufficient recoveries for its operation and growth. Upon implementation in 2003/04, it was found that costs were higher than expected, and the B.C. Ministry of Finance agreed to provide additional funding for fiscal years 2005/06 through 2007/08. A cross-partner Financial Sustainability Committee reporting to the Partnership Board has been charged with finding additional funding or cost savings, and their work continues in 2006/07.[14]

In addition, capital funding is required for service and partner growth, and has been reduced in 2006/07. If not resolved, such reductions will have a negative impact on OneStop's ability to complete the Business Number Partner Expansion Project and achieve the performance targets in Appendix A.

Legislation

In addition to the *Business Number Act*, the activities of the OneStop Business Registry are affected by more than twenty legislative statutes from all levels of government, a listing of which is available upon request.

Both federal (*Income Tax Act*) and provincial (*Business Number Act*) legislative changes are required to allow OneStop to fully meet its short and long term goals.

"I did have a couple of problems moving forward with the online service, but the Help Desk were quick to sort out the issues."

BOWEN ISLAND

"When I had a question, I phoned the hotline and my call and question were answered right away."

BURNS LAKE

"A Balanced Scorecard translates an organization's vision and strategy into a comprehensive set of performance measures that provides a framework for strategically managing the business."

Goals and Key Actions

This section presents OneStop's goals and key actions. Appendix A presents the associated objectives, strategies, performance measures and targets. These elements were developed using a Balanced Scorecard approach that has four perspectives: financial, customers, internal business processes, and learning and growth. A Balanced Scorecard translates an organization's vision and strategy into a comprehensive set of performance measures that provides a framework for strategically managing the business.

Summary of Goals

Goals are the long-term results or outcomes that OneStop aims to achieve in fulfilling its vision and mission.

Goal 1: ***More Use of Integrated Service Delivery*** – Public sector agencies and businesses increase their use of the OneStop program and other integrated service delivery initiatives.

Goal 2: ***Business Customer Satisfaction*** – Businesses are satisfied with the accessibility and quality of OneStop services.

Goal 3: ***OneStop Processes that are Effective and Efficient*** – The OneStop system is responsive to partner needs and is being operated effectively and efficiently.

Goal 4: Financial Sustainability – OneStop has the capacity to fund its operations and growth.

Summary of Key Actions

A synopsis of the key short-term and long-term actions is provided below:

2006/07 Continued Expansion

1) Continue leading the Financial Sustainability Committee which will update the OneStop Business Case and recommend funding options for 2008/09 (Goal 4)
   - Ongoing

2) Further integrate within Corporate and Personal Property Registries where reasonable (Goals 3, 4)
   - Ongoing

3) Complete the Business Number Partner Expansion Project[15] and an updated Privacy Impact Assessment (Goals 1, 3, 4)
   - December 2006

4) Finalize a strategy for the electronic integration of new program partners with an emphasis on cost-effectiveness – BN Lite[16]; architecture review; new testing strategy; online training modules (Goals 1, 2, 3, 4)
   - March 2007

5) Pilot new Employee Performance and Learning Agreement[17] model (Goal 3)
   - July 2006

6) Develop and implement Business Continuity and Disaster Recovery plans (Goals 1, 3)
   - March 2007

7) Finalize space move, organizational review and permanently fill staff positions (Goal 3)
   - October 2006

8) Transition the BizPal Provincial lead from OneStop to the Ministry of Small Business and Revenue (Goals 1, 2, 3, 4)
   - June 2006

9) Formally celebrate OneStop Business Registration's 10th anniversary (Goals 1, 4)
   - September 2006

10) Ensure OneStop is better known by both business and the public sector throughout British Columbia and improve the bcbusinessregistry.ca web site (Goals 1, 2, 4)
   - Ongoing

11) Develop a plan for the implementation of multi-lingual service (Goal 2)
   - March 2007

12) Work within the national Business Number governance model to pursue legislative change to the Federal *Income Tax Act* to allow for broader use of the Business Number (Goals 1, 3, 4)
   - Ongoing

2007/08 Continued Strategic Expansion and Outreach to Local Governments

OneStop will continue to strategically expand the use of the Business Number and other services to more provincial agencies. Integration with key provincial and federal agencies such as the Ministry of Labour and Citizens' Services, Service Canada and Industry Canada and their respective service delivery initiatives will continue in order to establish OneStop's proper role.

In parallel, staff will embark upon a path to promote the use of the Business Number to local governments, while streamlining the technical integration of the OneStop services they currently utilize, for the benefit of both business and the public service.

2008/09 Becoming the Natural Choice

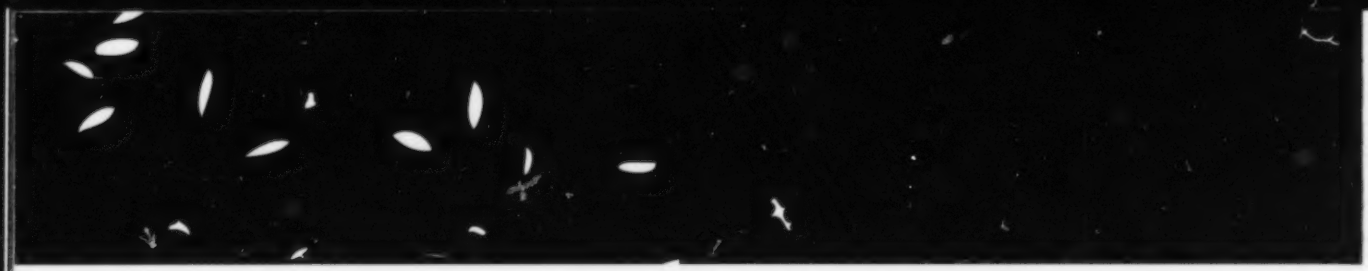
OneStop will build on its strategic partnerships to this point to ensure that the Business Number and other OneStop services emerge as the first choice for public sector agencies delivering integrated business services, as well as for businesses seeking seamless service delivery from their public sector agencies. The office will be looking to expand the number of services it offers, particularly in concert with the Financial Sustainability Committee recommendations.

"I was impressed with the service from the Help Desk that I had to call a few times during the process, however mainly to explain terms as I found the site one of the best for ease that I have seen. Please pass along the Kudo's."

EAST SOOKE

"Very convenient and user-friendly. No wait time when I called the help desk which was really great."

FORT ST. JOHN



"OneStop Business Registry partners are leaders in making it easier for businesses to interact with the public sector."

Alignment with British Columbia Government and Partners' Goals

OneStop Business Registry

Vision

OneStop Business Registry partners are leaders in making it easier for businesses to interact with the public sector.

Mission

For businesses: To save time and money when dealing with the public sector by providing fast, easy and convenient access to public services.

For public sector agencies: To reduce costs and increase business compliance and revenues by providing integrated customer service delivery and facilitating streamlined related processes.

Goals

1. More Use of Integrated Service Delivery
2. Business Customer Satisfaction
3. OneStop Processes that are Effective and Efficient
4. Financial Sustainability

The following table shows how OneStop's Vision, Mission and Goals are in alignment with the goals of the British Columbia Government and our Partners. OneStop is constantly striving to improve its 'business-centred' service delivery. OneStop's obsession with faster, easier and smarter business interactions with the public sector has 96% of our customers saying they will use our services again or recommend them to others and has resulted in many awards over the 10 years of our existence.

B.C. Government Goals, Throne Speech, Strategic Plan and Budget Speech

- Create more jobs per capita than anywhere else in Canada
- Citizen-Centred Service Delivery and Regulatory Reform Initiative
- Single-window service
- Place a new emphasis on citizen-centered service delivery from government
- Provide new Internet access to government services and programs in multiple languages

B.C. Ministry of Finance

- A strong, competitive and vibrant economy
- Effective financial, governance, accountability and performance framework
- A strategic organization
- A strong, capable workforce

Corporate and Personal Property Registries

- An employer of choice
- Financial sustainability
- Value for customers and partners
- Secure, reliable, efficient processes and systems

B.C. Ministry of Labour and Citizens' Services

- Positive service experiences for customers and clients
- Demonstrated leadership in transforming public sector service delivery to add value and be cost-effective
- A robust technology infrastructure providing for secure information management and the emerging needs of customers and clients
- A corporate culture that supports a customer-focused, results-oriented, innovative and knowledgeable team

B.C. Ministry of Public Safety and Solicitor General
Liquor Control and Licensing Branch (LCLB)

- Provide online service options to liquor licensees
- Access data sharing options with OneStop Partners
- Streamline processes for the public

Liquor Distribution Branch

- Improve efficiencies and processes with LCLB
- Increase wholesale customer satisfaction
- Increase customer satisfaction for suppliers and agents

B.C. Ministry of Small Business and Revenue

- Service that meets the needs of customers, stakeholders and partners
- Small business development
- Amounts owed to government are paid
- A streamlined and simplified regulatory environment

B.C. Local Governments

- Offer a service that enables small business to start up with the least amount of regulatory hardship
- Increase compliance with regulatory local government Bylaws

WorkSafeBC

- Effective and efficient processes that ensure quality and service excellence and eliminate bureaucracy
- Sensitive to the strategic priorities of the Government of B.C.

Canada Revenue Agency

- Integrate our efforts with our partners
- Deliver cost efficiencies and reduce overlap
- Limit compliance burdens
- Reduce the overall administrative cost of government to taxpayers
- Deliver higher levels of service

"I opened my first business fifteen years ago here in Vancouver. It was the most frustrating experience. Having to navigate through all the government bodies and asking receptionists to help you move to the next step was crazy and time consuming. What you have now is fabulous! Great job."

VANCOUVER

"Very impressed by the lightning fast service of your help desk."

LADYSMITH

Appendix A: Goals, Objectives, Strategies, Performance Measures and Targets

This section provides a series of four performance scorecards for OneStop. They show the objectives that OneStop aims to achieve on the way to accomplishing the goals; the strategies for achieving the objectives; the performance measures that indicate the degree of success in achieving the objectives and goals; and the targets for future performance levels.

Goal 1:	**More Use of Integrated Service Delivery** – Public sector agencies and businesses increase their use of the OneStop program and other integrated service delivery initiatives
Objectives	• More public sector partnerships • Increased business usage of the OneStop program
Strategies	1.1 Recruit new partners and increase services for existing partners 1.2 Market to the business community 1.3 Support and expand service delivery partnerships 1.4 Remove barriers to, and encourage and support corporate initiatives that promote integrated public sector services for businesses

Performance Measure		***Baseline 2005/06***	***Targets***			***Reporting Frequency and Audience***
			2006/07	***2007/08***	***2008/09***	
1a Partner programs participating in registration service		81	110	120	120	Quarterly to Partnership Board and all OneStop partners
1b Partner programs participating in information maintenance services [18]		80	110	120	120	
1c Number of partner programs using/committed to using Business Number [19]		12	18	24	30	
1d Percentage of partners' total registrations done through OneStop	CPPR P&P [20]	92.1 %	95 % [22]	95 %	95 %	
	WorkSafeBC	5 %	5.5 %	6 %	6.5 %	
	SBR – PST	37.3 %	40 %	45 %	50 %	
	SBR – HRT	28.3 %	30 %	35 %	40 %	
	MLCS – BCeID	N/A	30 %	TBD	TBD	
	City of Nanaimo [21]	5 %	10 %	TBD	TBD	
	City of Campbell River	44 %	40 %	TBD	TBD	
1e Percentage of partners' maintenance transactions done through OneStop	WorkSafeBC – BAC	Data not statistically significant	1 %	1 %	1 %	
	SBR – PST BAC		1 %	4 %	5 %	
	SBR – HRT BAC		2 %	3 %	4 %	
	ICLB – RenewAbility		25 %	65 %	75 %	

Goal 2:	**Business Customer Satisfaction** – Businesses are satisfied with the accessibility and quality of OneStop's services
Objective	• OneStop is seen as a leader in accessibility and quality of business services
Strategies	2.1 Seek input from customers and a business advisory council 2.2 Design and deliver services with the business user in mind (e.g. multiple channels, user friendliness) 2.3 Ensure customer service staff at OneStop and delivery partners are well-trained 2.4 Seek input from representatives of non-English speaking customers to understand multi lingual needs and priorities

Performance Measure	**Baseline 2005/06**	**Targets**			**Reporting Frequency and Audience**
		2006/07	**2007/08**	**2008/09**	
2a Percentage of promised 24 x 7 that OneStop e-services are accessible [23]	97.7 %	99.9 %	99.9 %	99.9 %	Quarterly to Executive Board and all OneStop partners
2b Number of hours per business day that live OneStop Help Desk is available	12	12	12 plus non-business day service	TBD [24]	
2c Percentage of unanswered telephone calls to Help Desk during advertised open hours	9 %	Same or less than 05/06	Same or less than 05/06	Same or less than 05/06	
2d Average time to complete a transaction (m=minutes, s=seconds) [25]	BR from 52s BAC 1m 22s REN N/A	Same or less than 05/06	Same or less than 05/06	Same or less than 05/06	
2e Agree that instructions are easy to follow	BR 92.7 % BAC 94.6 % REN N/A	BR 95 % BAC 95 % REN 80 %	BR 95 % BAC 95 % REN 90 %	BR 95 % BAC 95 % REN 95 %	
2f Will use again or recommend to others	BR 96.4 % BAC 100 % REN N/A	BR 95 % BAC 95 % [26] REN 80 %	BR 95 % BAC 95 % REN 90 %	BR 95 % BAC 95 % REN 95 %	
2g Overall rating (weighted on 5 point scale)	BR 4.2 BAC 4.2 REN N/A	BR 4.2 BAC 4.2 REN 3.5	BR 4.2 BAC 4.2 REN 3.7	BR 4.2 BAC 4.2 REN 4.0	
2h Number of business days within which to resolve response to email inquiry	1	1	1	1	

Goal 3:	**OneStop Processes that are Effective and Efficient** –The OneStop system is responsive to partner needs and is being operated effectively and efficiently
Objectives	• Improved communication with all partners • High performing system (e.g. integration, reliability, stability, and security) • Cost competitive system
Strategies	3.1 Support and maintain strong relationships with partners, including service level agreements with all 3.2 Apply and maintain flexible technology solutions 3.3 Pursue integration opportunities within Corporate and Personal Property Registries and with other partners 3.4 Maintain data integrity 3.5 Practice proper record keeping through a well-structured ARCS/ORCS system

Performance Measure	***Baseline 2005/06***	***Targets***			***Reporting Frequency and Audience***
		2006/07	***2007/08***	***2008/09***	
3.i Partner satisfaction survey: • System performance (e.g. integration, reliability, stability and security) • Organizational governance • Responsiveness to requests for system technical support and service enhancements • State of operation and service level agreements	N/A	85 %	85 %	85 %	Annually to Partnership Board and all OneStop partners
3ii. Cost per customer transaction using OneStop services[2,3]	BR/BAC $30.86 Hub Message $0.46 BN Creation $5.44	Reduction from 05/06 [2]	Reduction from 05/06	Reduction from 05/06	Annually to Partnership Board
iii. Percentage of staff that achieve minimum available seven days of development per year as outlined in their Performance and Learning Agreements	50 %	75 %	85 %	85 %	Annually to Partnership Board
iv. Extent to which OneStop has achieved intended outcomes and is seen as a leader in e-government across Canada (qualitative measure)	Press clippings Awards Letters to Ministers Environmental scan				Annually to Partnership Board and all OneStop partners

Goal 4:	**Financial Sustainability** [29] – OneStop has the capacity to fund its operations and growth				
Objectives	• New revenue sources developed • Ability to perform and grow to desired standard				
Strategies	4.1 Through the Financial Sustainability Committee, update the OneStop Business Case, and develop and implement a sustainable funding model 4.2 Explore alternate non-traditional revenue sources 4.3 Track costs to support decisions about OneStop system operations, maintenance and enhancements				
Performance Measure		***Baseline 2005/06***	***Targets***		***Reporting Frequency and Audience***
			2006/07	***2007/08***	***2008/09***
4a Percentage of total operating budget:					
• From B.C. Ministry of Finance		20%	25%	35% [31]	0%	Annually to Ministry of Finance and Partnership Board
• From business registration fees		80%	75%	65%	85% [32]	
• From other sources		0%	0%	0%	15%	

Appendix B: Resources and Risk Management

Human Resources

OneStop uses a combination of staff, consultants and co-op students to deliver the program. There are seven full-time positions, the last of which will be competed and filled on a permanent basis during 2006/07. As the number of OneStop partners increases, appropriate additions to the staff complement will be sought. OneStop has also been asked to take on more responsibilities that serve the entire Corporate and Personal Property Registries office, such as the addition of a Service Delivery Manager role that will set and monitor service performance measures.

Financial Resources

The total operating budget for the OneStop Business Registry in 2006/07 is $2.4 million. Approximately 75% comes from a portion of business registration and incorporation fees. The remaining 25% comes from the Ministry of Finance, a portion of which is contingent upon the addition of program partners. The latter support will cease in 2007/08.

A cross-partner Financial Sustainability Committee reporting to the Partnership Board has been charged with updating the OneStop Business Case, and finding additional funding or cost savings for 2008/09 and beyond.

2006/07 capital funding is divided into two areas. $250,000 is available for use for the BN Hub, Business Registration, Business Address Change and other service investments and enhancements.

In addition, capital is available for new and current partner addition, expansion and enhancements with amortization to be repaid by the partners. This "fronting" of capital is in line with current OCG policy related to the owner of an asset. A reduction in expected access to capital has been implemented in the current and upcoming fiscal years that puts some OneStop targets at risk.

Technology and Systems Resources

Hardware infrastructure services are purchased from Workplace Technology Services (formerly known as CITS) in the Ministry of Labour and Citizens' Services at predetermined rates. Such costs make up at least 30% of the OneStop budget. In line with government policy, OneStop does not have the option to seek a reduction in these costs through competition.

OneStop is working closely with the entire Corporate and Personal Property Registries office and other partners to increase operating efficiencies and lever any excess hardware capacity. Hosting OneStop's services for other jurisdictions is one way in which this could be pursued. In 2005/06, WorkSafeBC provided technical analysis resources that recommended infrastructure changes resulting in the reduction of two servers. Finding more operating efficiencies is an ongoing objective.

Application development and maintenance is purchased from a variety of private sector systems vendors, to take advantage of skill specialization and manage risk. OneStop and the systems team within Corporate and Personal Property Registries are planning to ultimately integrate work with these firms where feasible as well as to streamline and share systems methodologies to reduce costs and harmonize internal processes.

Risk Management

A comprehensive Enterprise-wide Risk Management Review was presented to the Partnership Board in 2005/06. Findings from this review have been implemented into OneStop's day-to-day operations and planning. The development of a Business Continuity Plan is the major risk management initiative to be completed this year.

Appendix C: OneStop Best Practices

Key best practices used by OneStop are listed below.

Towards more use of integrated service delivery (Goal 1)

- Challenge policy and legislative interpretations where they are a barrier to better customer or partner service.
- Participate in the semi-annual Business Number governance meetings with CRA and the other Canadian jurisdictions using the Business Number.
- Work with local government associations such as the Local Government Managers Association and the Union of B.C. Municipalities.
- Communicate with business associations.

Towards business customer satisfaction (Goal 2)

- Determine business user and partner impacts of any service or system changes.
- Conduct regular customer satisfaction surveys.
- Prepare project charters and pilot new initiatives.

Towards OneStop processes that are efficient and effective (Goal 3)

- Work with Servicelll, and the Institute for Citizen-Centred Service to be early adopters of emerging public sector priorities and initiatives
- Hold quarterly meetings of the Partnership Board and Partnership Advisory Council and monthly meetings of the Business and Technical User Forum
- Conduct an annual survey of all partners
- Provide partners with quarterly performance reports
- Go the extra mile in communicating and informing partners and meeting face-to-face whenever reasonable to do so
- In consultation with the Internal Audit Branch, Ministry of Finance, perform periodic reviews of systems and related business processes to ensure adequate controls
- Challenge and assist partners to modify their processes to further enable integrated service delivery
- Continually orient OneStop staff about our partners' needs and requirements
- Conduct national and international environmental scanning of best practices in integrated service delivery
- Stay abreast of the Auditor General's recommendations pertaining to service planning and performance reporting
- Review the OneStop Business Registry governance structure document annually
- Prepare a "best in class" annual service plan and use it to drive performance and make corrective actions as needed
- Show how the OneStop program is a fun and interesting opportunity for OneStop and partner staff to learn and to work
- Manage staff succession through strategic backfilling, co-op hiring and other pro-active and creative human resource practices
- Promote a healthy work/life balance, wellness and recognition for OneStop staff through the development of a wellness plan

Towards financial sustainability (Goal 4)

- Continue the work of the Financial Sustainability Committee
- Monthly management review of financial statements

Appendix D: OneStop Partner Listing

Federal

Canada Revenue Agency

- Business Registration and Corporate Returns Division

Canada Border Services Agency

Industry Canada

- Corporations Canada
- Canada Company Capabilities Database

Provincial

WorkSafeBC

Ministry of Agriculture and Lands

- FrontCounter BC (Kamloops)

Ministry of Finance

- Banking / Cash Management Branch
- Corporate and Personal Property Registries
  - Name Reservations/Partnerships & Search Unit
  - Corporations Unit

Ministry of Forests (McBride)

Ministry of Public Safety and Solicitor General

- Liquor Control and Licensing Branch
- Liquor Distribution Branch

Ministry of Small Business and Revenue

- Customer Service and Information Branch

Ministry of Labour and Citizens' Services

- BC Mail Plus
- BCeID Initiative
- Service Delivery Initiative
- Workplace Technology Services
- Service BC – Government Agents:

100 Mile House	Ashcroft
Atlin	Bella Coola
Burns Lake	Campbell River
Chetwynd	Chilliwack
Clinton	Courtenay
Cranbrook	Dawson Creek
Creston	Dease Lake
Duncan	Fernie
Fort Nelson	Fort St. James
Fort St. John	Ganges
Golden	Grand Forks
Hazelton	Houston
Invermere	Kamloops
Kaslo	Kitimat
Lillooet	Mackenzie
Maple Ridge	Merritt
Nakusp	Nanaimo
Nelson	Oliver
Penticton	Port Alberni
Port Hardy	Powell River
Prince George	Prince Rupert
Princeton	Queen Charlotte City
Quesnel	Revelstoke
Salmon Arm	Sechelt
Smithers	Sparwood
Squamish	Stewart
Terrace	Trail
Ucluelet	Valemount
Vanderhoof	Vernon
Williams Lake	

Local Governments

City of Abbotsford	City of Armstrong
City of Burnaby	Village of Burns Lake
City of Campbell River	District of Central Saanich
District of Chetwynd	City of Chilliwack
District of Coldstream	City of Colwood
City of Coquitlam	City of Cranbrook
City of Dawson Creek	District of Delta
City of Duncan	Township of Esquimalt
District of Fort St. James	City of Fort St. John
City of Grand Forks	District of Highlands
District of Houston	City of Kamloops
Kamloops Indian Band	Village of Kaslo
Town of Ladysmith	City of Langford
City of Langley	Township of Langley
District of Lillooet	District of Maple Ridge
City of Merritt	District of Metchosin
City of Nanaimo	City of Nelson
District of New Hazelton	District of North Cowichan

District of North Saanich
District of Oak Bay
Town of Oliver
City of Parksville
District of Pitt Meadows
City of Port Coquitlam
City of Port Moody
Town of Princeton
City of Revelstoke
District of Saanich
District of Sechelt
Town of Smithers
District of Sparwood
City of Surrey
City of Terrace
City of Victoria
City of White Rock
City of Williams Lake
City of North Vancouver
District of North Vancouver
Town of Osoyoos
Village of Pemberton
City of Port Alberni
Town of Port McNeill
City of Prince George
City of Quesnel
City of Richmond
City of Salmon Arm
Town of Sidney
District of Sooke
District of Summerland
Village of Telkwa
City of Trail
Town of View Royal
District of West Vancouver

Non-Profit Organization and Private Sector Partners

Community Futures Development Corporations:
- Alberni – Clayoquot (Port Alberni)
- Cariboo – Chilcotin (Williams Lake)
- Central Kootenay (Nelson)
- Central Okanagan (Kelowna)
- Fraser Fort George (Prince George)
- FutureCorp Cowichan (Duncan)
- Haida Gwaii (Masset, Skidegate)
- Mount Waddington (Port McNeill)
- Nicola Valley (Merritt)
- North Fraser (Mission)
- Powell River Region
- Revelstoke
- South Fraser (Abbotsford)
- Southeast Region (Cranbrook)
- Strathcona (Courtenay, Campbell River)
- Sun Country (Ashcroft)

Boards of trade:
- Burnaby
- Surrey

Chambers of Commerce:
- Langley
- Nanaimo
- Richmond
- North Vancouver
- Delta
- West Vancouver

Community Resource Centre for the North Thompson (Clearwater)

Comox Valley Economic Development Society (Courtenay)

Coquitlam Innovation Centre

Destination Osoyoos

North Peace Business and Innovation Centre (Fort St. John)

Aboriginal Business Development Centre (Prince George)

SEEDS Business Development Centre (Surrey)

Small Business BC (Vancouver)

S.U.C.C.E.S.S. (Vancouver)

Victoria Connects

DomainPeople (Vancouver)

UniServe (Langley)

The Incorporators (Calgary, Alberta)

Appendix E: Glossary of Terms

Authentication: A process through which a business user is able to prove that they are who they claim to be.

Authorization: A process through which an authenticated business user is permitted to perform a particular transaction on particular data.

Business Number ("BN"): A numbering system that simplifies and streamlines the interaction between businesses and public agencies. It is based on the idea of one business – one number.

OneStop has adopted the national BN assigned by CRA as the common identifier for business. CRA assigns the unique nine-digit Business Number to each business. A suffix of two letters and four digits is added to identify each program account a business may have. The business need only remember the nine-digit "root" BN.

In the following example, a BC corporation does business in Manitoba, is registered with WorkSafeBC, has PST and Hotel Room Tax accounts with the B.C. Ministry of Small Business and Revenue (SBR), and has a liquor license with the Liquor Control and Licensing Branch (LCLB) of the B.C. Ministry of Public Safety and Solicitor General.

Business Number	945127589
B.C. Incorporation	945127589 BC 0001
Manitoba Extra-provincial Registration	945127589 MC 0001
WorkSafeBC account	945127589 BW 0001
1st SBR account (Provincial Sales Tax)	945127589 BT 0001
2nd SBR account (Hotel Room Tax)	945127589 BT 0002
LCLB Account	945127589 BB 0001

BN Hub: Supports the day-to-day exchange of Business Number related documents (messages) amongst the B.C. partners and the Canada Revenue Agency, as well as BN and non-BN related data between the OneStop e-service applications and OneStop partners and clients.

BN Index (BNI): Provides basic business data about businesses operating in B.C. that have been assigned a Business Number. The data for each business includes the legal name, address and status information.

Business Registration: A OneStop service through which a B.C. business can register simultaneously with numerous federal and provincial public sector agencies and local governments.

Business Address Change: A OneStop service where a B.C. business with a BCeID can simultaneously advise numerous local governments, federal and provincial public sector agencies of an address change.

Employee Performance and Learning Agreement (Formerly the EPDP):

- Supports individual and organizational performance, learning and development; and
- Aligns individual employee performance with the goals and objectives of the entire organization.

Multi-channel Service Delivery: The delivery of services through several different channels, including the Internet, telephone, and conveniently located service delivery sites.

Service Delivery Partner: An organization that works with the OneStop Business Registry to make the services accessible to businesses.

Endnotes

1. OneStop Business Registration went live on July 30, 1998 at Small Business BC in Vancouver.

2. OneStop represents British Columbia on the National Business Number Governance model; the other participants include the Governments of Canada, Manitoba, New Brunswick, Nova Scotia and Ontario.

3. In partnership with the Banking / Cash Management Branch, Ministry of Finance. Current payments accepted are for proprietorship / partnership registration and liquor license renewals.

4. Also known officially as the Social Service Tax.

5. Local government includes municipalities, regional districts and Indian Bands.

6. OneStop will monitor the progress of the Identity Management Group to ensure alignment.

7. The "CCCD" is a national marketing service for Canadian suppliers, provided by Industry Canada.

8. See Appendix E for an explanation of authorization.

9. Currently chaired by Wayne Sparanese, A/Executive Director, Customer Service and Information Branch, Ministry of Small Business and Revenue.

10. Currently chaired by Scott McCloy, Director of Communications, WorkSafeBC.

11. The Institute was created by the Canadian Public Sector Service Delivery Council.

12. BizPaL is an online service that simplifies the permit and licence requirement gathering process for businesses, governments and third-party business service providers. The BizPaL Pilot Project was led by a group of partners representing all three levels of the public sector which included the governments of: Kamloops, Halton Region (ON), Whitehorse, British Columbia, Yukon, Ontario and Industry Canada. BizPaL was formally launched in Kamloops on April 19, 2006 and has already expanded to other parts of Canada. OneStop will continue to seek integration with BizPaL through sitting on BizPaL governance committees. BizPaL can be found at bizpal.ca.

13. The Government of B.C. is a sponsor of this survey along with most other Canadian jurisdictions. Corporate and Personal Property Registries is a provincial partner.

14. In 2005/06, a default partner-funding model was approved for use in 2008/09 should the Financial Sustainability Committee not achieve its objectives.

15. Includes BCeID, Liquor Control and Licensing Branch and Liquor Distribution Branch. Implementation of issuing Business Numbers for Proprietorships and Partnerships upon registration with the Corporate and Personal Property Registries' Name Reservations/Partnerships & Search Unit has been moved to 2007/08 and will be disconnected from this project.

16. BN Lite will aim to include both provincial and local government partners.

17. Formerly known as the Employee Performance and Development Plan, the Performance and Learning Agreement was developed in partnership with the Ministry's Banking / Cash Management Branch. These two offices, along with Registries are piloting this new model in 2006/07 with the intention of better engaging employees.

18 In 2006/07 types of transactions will be expanded beyond address changes to include other business information maintenance transactions such as license renewals and ownership changes.

19 Includes accounts of the Federal Government.

20 Legend CPPR is Corporate and Personal Property Registries; P&P is Proprietorships and Partnerships; SBR is Ministry of Small Business and Revenue; PST is Provincial Sales Tax; HRT is Hotel Room Tax; MLCS is Ministry of Labour and Citizens' Services; BAC is Business Address Change; LCLB is Ministry of Public Safety and Solicitor General's Liquor Control and Licensing Branch; TBD is To Be Determined.

21 As the local government representatives in the OneStop governance structure, the City of Nanaimo and City of Campbell River have offered to pilot local government performance measure targets and marketing efforts.

22 Previous Registries target for 2006/07 and 2007/08 has been revised. Original target was based upon former policy goal of changing legislation to require businesses to use OneStop.

23 Based on standards set out in the OneStop / WTS Service Level Agreement and a standard of 24 x 7 service which includes scheduled downtime for system maintenance.

24 Target to be set based on requests by business and affordability.

25 BR is Business Registration; BAC is Business Address Change; REN is renewals.

26 Target is lower than baseline due to statistically insignificant volumes up to 2005/06.

27 Cost per transaction figures are "fully-loaded", including *all overhead* such as salaries, benefits, payment systems, consultants, systems maintenance, infrastructure costs, electronic payment processing, amortization, rent, marketing, travel and postage. Values are intended for relative year-to-year comparison and are not absolute.

28 Reduction will be largely based on success in the performance measures identified in Goal 1.

29 OneStop must have the capacity to be self-sustaining beginning in 2008/09.

30 Subject to Treasury Board approval of an alternative to the "default model" approved by the Partnership Board.

31 Percentage is increasing to 2007/08 due to increased Ministry of Finance funding, increased OneStop budget, and stable fee recoveries.

32 Percentage decreases due to stable fee revenues and increasing operating expenditures from growth.

33 As at March 31, 2006.

"You saved me! I'm a high school student starting a partnership, and I had no idea where to start, or what I had to do. You have simplified everything for me! Thank you."

BURNABY

"I found this site to be extremely helpful and user-friendly. It is really nice to be able to do it all online from the comfort of my home. Overall, my experience with this site was excellent."

PRINCE GEORGE

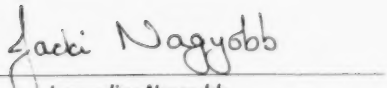
OneStop Partnership Advisory Council Sign-off

The members of the Partnership Advisory Council acknowledge and support this Service Plan.
OneStop representation on the Council is Mike Kelley (chair), Patty Ballam and Patrick Deakin.

Theo Kover
Manager, Tax Administration
Customer Service and Information Branch
Ministry of Small Business and Revenue

Jan Evans
Director of Management Services
Liquor Control and Licensing Branch
Ministry of Public Safety and Solicitor General

Scott Clark
Director, Systems and Corporate Operations
Corporate and Personal Property Registries
Ministry of Finance

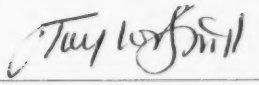


Jacqueline Nagyobb
Senior Programs Officer/Team Leader
Business Registration Programs and Procedures Section

Canada Revenue Agency | Agence du revenu du Canada

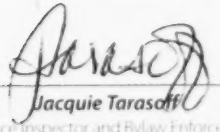
Deepak Kothary
Director of Assessment and Audit Operations

WORKSAFE BC



Joan Taylor-Smith
Finance Systems Product Manager, Assessment
and Audit Operations

WORKSAFE BC



Jacquie Tarasoff
Business Licence Inspector and Bylaw Enforcement Officer

City of Campbell River

"I am so glad that the system is very user friendly. The questions are short and direct; the result is amazing... very quick and precise. Thank you for your excellent non-intimidating service."

PITT MEADOWS

"Your help desk is the best I have ever experienced! Friendly, helpful and ....well... wonderful to deal with!"

COQUITLAM

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BRITISH COLUMBIA